

# **FY2008-2012 IDAHO STATE POLICE STRATEGIC PLAN**



July 1, 2007  
Colonel G. Jerry Russell  
Director

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## **Mission Statement**

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To enhance the quality of life by making Idaho safer through upholding the constitutions, enforcing the laws, preventing harm, and serving the public.

## **Values**

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We value the safety, security, peace of mind, and protection of individual rights as guaranteed by the United States and Idaho Constitutions.

We value all our partners and strive to promote unity of purpose toward delivering our services in a manner that provides the greatest benefit to all of our customers.

We value fairness, impartiality, humility, integrity, and teamwork in the delivery of services.

We value Idaho State Police employees who are committed to honestly, ethically, and faithfully carrying out their duties.

We value all of our employees and recognize that with their unique individuality, creativity, compassion, courage, mutual respect, and stewardship, the organization will prosper and achieve its vision.

We value a career of learning and continuous personal improvement.

The Department strives to provide an environment that encourages each employee to reach maximum potential and the highest level of productivity. Therefore, the organization values those qualities that contribute to such an environment: honesty, teamwork, dependability, competence, loyalty, adaptability, and respect for self and others.

## **Vision Statement**

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Individual commitment to a group effort defines teamwork as one of our highest principles, and the welfare of the many is more vital than individual ambition.

We will fairly and aggressively enforce the law, enhance public safety, and embody solution-oriented, proactive, community policing principles.

We face the future solid in the knowledge that if we stand together, support one another, and trust and respect each other we will find the opportunities within the challenges and adversity we face.

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## Statutory Authority

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The Department derives its statutory authority from multiple sections of Idaho Code. During the legislative session of 2000, those Code sections were amended to reflect the agency's reorganization from the Idaho Department of Law Enforcement to the Idaho State Police. Section 67-2901 creates the Department and the position of Director, and provides for any divisions and units "deemed necessary for the administration of its duties."

- **Patrol** activity and associated duties are authorized by §§67-2901(c) through (h), 67-2901A and 67-2901B.
- **Investigations** of major crimes, drug, racketeering and liquor violations, carried out by ISP Investigations and the Alcohol Beverage Control Office, are mandated in Titles 18, 37 and 23, respectively.
- **Forensic Services** additional authority specific to drug testing of juveniles resides in §63-2552A.
- **Police Services** provides law enforcement support through the **Bureau of Criminal Identification**, created in §67-3003. Additional duties delegated to ISP Police Services are defined in §19-5201 (Public Safety and Security Information System).
- **POST Council** activities are authorized in §§19-5101 through 19-5117.

## Key External Factors

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The Idaho State Police functions in a dynamic arena affected by legislative, governmental and court activity at the federal and state levels, and by decisions made by local governing bodies that restrict or expand local law enforcement operations. Reforms in funding formulas likewise can significantly influence both the volume of services provided and the method of delivery.

Our partners in state government - the Idaho Legislature and Supreme Court - can alter, both fiscally and operationally, the course of the Department.

Crime rates are historically sensitive to economic activity. While economic development is, to a degree, contingent on how safe the state is perceived to be, Idaho's economic conditions will impact the volume of crime and our ability to provide timely services.

While the Idaho State Police works in concert with both the correctional and court systems, the philosophies and actions of either have the potential to significantly change the way the ISP conducts business.

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Additionally, societal and cultural changes, whether resulting from a single catastrophic event or occurring over time, have the ability to redirect ISP's efforts. The result is an additional component and challenge in the focus and the nature of activities undertaken in carrying out the ISP mission.

## **Goal 1: Provide Idaho with the safest, most crime-free environment possible.**

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Objective 1: Improve traffic safety through proactive enforcement of traffic safety laws.

Performance measures:

- ❖ Maintain proactive hours within the Patrol program at 30% of total reported time.

*While responding to calls for assistance is a patrol priority, proactive patrolling has a preventive impact on dangerous or careless motorist behaviors.*

Objective 2: Counter criminal activity through proactive enforcement of all criminal statutes.

Performance measures

- ❖ Increase Investigations assistance to local law enforcement agencies.
- ❖ Maintain a ratio of local agency assist cases to self-initiated cases of 60% assists to 40% self-initiated.

*Self-initiated cases by ISP detectives are typically drug-related, while local law enforcement assist cases cover the gamut of felony offenses. By striving to maintain a ratio of 60% local agency assist cases to 40% self-initiated, ISP attempts to measure its ability to support and enhance local law enforcement activities against its charge in law to detect and dismantle drug operations.*

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## Goal 1, cont'd

Objective 3: Provide assistance to motorists and other agencies in a timely and effective manner.

Performance measures:

- ❖ Number of requests for motorist assists called in compared to the number of responses to those calls occurring within 30 minutes. (Target 75%).
- ❖ Number of Patrol assistance requests from other agencies compared to the number of Patrol responses to other agencies' requests. (Target 100%)

*ISP believes that a low percentage of response rates for emergency assistance and assistance to other agencies is directly tied to a lack of adequate resources to cover the area patrolled. As reported to Idaho's legislature annually since 2000, ISP is authorized approximately 143 authorized Trooper positions, with somewhere around 33 Troopers on the road at any given time due to shift scheduling, court appearances, vacations, sick days, special assignments, and days off. On any given evening that number drops to around 27, and coverage throughout the state is greatly reduced by 2:00 a.m. ISP provides limited statewide 24-hour ISP police presence on Idaho's highways.*

## Goal 2: Provide law enforcement support services and assistance to the criminal justice community and identified non-criminal justice customers.

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Objective 1: Assist local agencies to acquire skills and resources needed for professional law enforcement.

- ❖ Performance measure: Customer service survey respondents express a satisfaction level of 90% with ISP service quality and delivery for each objective. Conduct one "function" survey on a four-year schedule plan as outlined below. Each function survey will include an overall satisfaction question.

Four-year rotation:

2007 – Forensics; 2008 – BCI/CJIS; 2009 – POST; 2010 – PGR

Forensics 2007	BCI/CJIS 2008	POST 2009	PGR 2010
Forensics 2011	BCI/CJIS 2012	POST 2013	PGR 2014

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## Goal 2, cont'd

Objective 2: Provide effective criminal justice information, communication and identification services.

Performance measure:

- ❖ Percentage of time the Idaho Law Enforcement Telecommunications Network (ILETS) is operating and accessible. (Target 98%)

Objective 3: Provide technical and investigative expertise to local law enforcement agencies as requested.

Performance measures:

- ❖ Total controlled substance cases received in ISP Forensic laboratories and number completed in 30 days.
- ❖ Total toxicology cases and number completed in 45 days.
- ❖ Total latent print cases and number completed in 90 days.
- ❖ Total DNA evidence cases and number completed in 120 days.  
Target - 90% of cases for all categories of cases.

Performance measures for all objectives: Customer service survey respondents express a satisfaction level of 90% with ISP service quality and delivery for each objective. Conduct one "function" survey on a four-year schedule plan as outlined below. Each function survey will include an overall satisfaction question.

Four-year rotation:

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## Goal 3: Leverage and effectively manage all resources.

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Objective 1: Provide a highly trained, professional work force.

Objective 2: Identify and implement improvements in operations and customer service.

Performance measures for objectives 1 and 2:

- ❖ Number of citizen complaints related to commissioned officers warranting referral to the Office of Professional Standards (criminal activity, misconduct, etc.)
- ❖ Citizen complaints relating to commissioned officer conduct investigated by the Office of Professional Standards do not exceed 4% of the commissioned work force.

*Tracking the frequency and severity of citizen complaints against commissioned officers can lead to discovery of deficiencies in hiring practices, training or supervision and permit a law enforcement agency to correct officer behavior before it destroys a career or the agency's reputation. In FY2006, ISP employed approximately 292 commissioned officers; 4% of that number represents 12 officers. The measure was first instituted in FY2003.*

Objective 3: Provide operational support through risk management, technology, information, education, and data management.

Performance measures:

- ❖ Percent of felony arrest events in the criminal history record system containing disposition information. (Target 95%)
- ❖ Customer service survey respondents express a satisfaction level of 90% with ISP service quality and delivery for each objective. Conduct one "function" survey on a four-year schedule plan as outlined below. Each function survey will include an overall satisfaction question.

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